

Internal Review

Science Program for Florida Bay and Adjacent Marine Systems

This document describes a plan for the PMC to conduct an internal review of the Program to be completed over the next two months. It is envisioned that this review will produce a document defining the major elements of the Program, how they interact and the relation of the Program to agencies, interagency groups and other entities, from the perspective of the PMC. It is also envisioned that an effort to revise and update the strategic plan will follow immediately the completion of this review, with a draft plan to be completed before the next science conference.

Charge:

- Formulate the plan for a comprehensive review of the Program to be carried out by the PMC.
- Assemble background information and key reference documents for this review.

Ad hoc committee:

Bill Nuttle
Susan Markley
Nancy Thompson
Steve Traxler

Objectives for a Review of the Program:

- Identify the key elements, functions, and measures of success of the Program.
- Define the role of the Program and the PMC relative to RECOVER, CERP, and other interagency and regional science activities.
- Define the needs to maintain the Program, and identify resources (both fiscal and in-kind) that are available to meet those needs.
- Establish the roles and duties expected of members of the Program Management Committee.

Products:

October 2000 - A document that provides an introduction and overview of the Program for cooperating agencies and other interested outside parties - this document will describe the role of the Program in restoration efforts in South Florida, its key elements and functions, and the expected roles and duties of the PMC.

March 2001 - The outline for a revised strategic plan – this document will describe the strategies employed by the Program to accomplish its objectives.

May 2001 - A 5-year plan for the research program in Florida Bay (and adjacent areas) – this document will be completed after the next science conference in April 2001 with

input from the research teams based on their syntheses of research on each strategic question.

Approach:

July/August – scoping committee identifies key elements, functions, expected roles, and attributes for each for discussion at August PMC meeting.

August PMC meeting – discussion of above and receive briefing from SFWMD and Corps representatives on CERP and RECOVER.

September PMC meeting – review of progress and comments leading to final design of questionnaire.

September/October – complete information gathering phase with structured input from all PMC members via facilitated process, e.g. questionnaire, workshop, retreat, etc.

October PMC meeting – results available as outline of introduction and overview document. Assign team to begin redrafting strategic plan.

March 2001 - Outline of strategic plan available in draft.

April 2001 – Research teams provide 5-year plan for science program in each strategic area.

Key Documents:

Nuttle, W.K. 1999. Draft Implementation Plan. Executive Officer's Report, Science Program for Florida Bay and Adjacent Marine Systems.
(<http://www.aoml.noaa.gov/ocd/sferpm/pmcimplementation.html>).

PMC 1997. Strategic Plan for the Interagency Florida Bay Science Program.
(<http://www.aoml.noaa.gov/ocd/sferpm/strat.html>)

Boyer, D.M. (nee Welcher) 2000. The Florida Bay and Adjacent Marine Systems Science Program: An effective model for science program management? A Capstone Review Paper submitted to Institute of Marine and Coastal Studies, Nova Southeastern University.
(http://www.aoml.noaa.gov/flbay/program_overview.pdf)

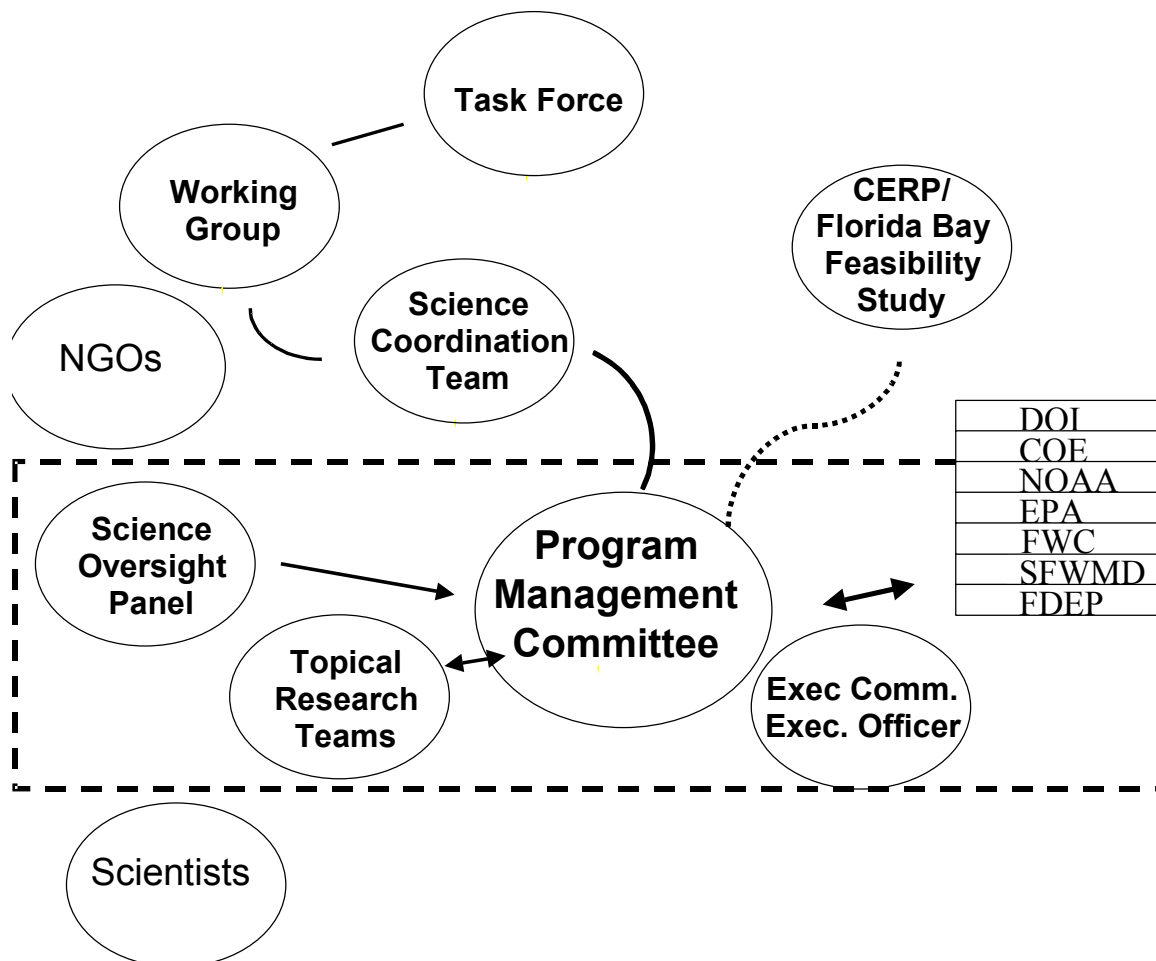
Hobbie, J.E. (ed.) 2000. Estuarine Science: A Synthetic Approach to Research and Practice. Island Press, Washington, DC.

- (See especially discussion of the 5 types of scientific synthesis and discussion of the role of synthesis in management that begins on page 8.)

The Science Program for Florida Bay and Adjacent Marine Systems –

- *coordinates* and *implements* an interagency program of research aimed at developing the knowledge needed to guide ecosystem restoration;
- *communicates* this scientific knowledge to restoration managers, scientists, policy makers, and the informed public; and
- *serves as a model* for the implementation of interagency, integrated science programs in other regions of South Florida.

Major Elements of the Program and Their Function



PROGRAM MANAGEMENT COMMITTEE

- coordinates and implements the science program as agent for cooperating federal, state and local government agencies.
- holds annual science conference for purpose of communicating among scientists, Science Oversight Panel, resource managers, and the public.
- responsible for communicating results of science program to policy makers, resource managers, South Florida Restoration Task Force, CERP, and cooperating agencies.
- oversees activities of the research teams, Science Oversight Panel, and Executive Committee/Executive Officer.
- establishes strategic direction and priorities for research through:
 - Strategic Plan
 - recommendations to cooperating agencies
 - peer review of research proposals (at request of agencies)
 - synthesize input from research community to assess/identify critical issues
- makes recommendations to CERP and cooperating agencies on monitoring and modeling
- guides/nurtures development of regional science programs focussed on adjacent areas

RESEARCH TEAMS

- develop scientific knowledge of Florida Bay through coordinated research projects related to each of the strategic questions
- facilitate communication among researchers
- develop/guide implementation of research by addressing needs for
 - performance measures
 - development of conceptual and predictive models
 - coordination/standardization of methods
 - coordination of field work at common sites
 - assembly of key data sets
- synthesize research results by
 - preparing syntheses reports on each question for presentation at the annual conference
 - organizing topical workshops on issues of special concern
- advise and assist in development and implementation of monitoring program
- interpret results of research

SCIENCE OVERSIGHT PANEL

- provides external, scientific review of overall Program, the scientific knowledge being developed by the Program, the plan of research, and implementation of the Program
- provides review of specific areas of the Program through special sub-panels, e.g. the Model Evaluation Group

EXECUTIVE COMMITTEE AND EXECUTIVE OFFICER

- implements the Program at direction of the Program Management Committee
- facilitates meetings of the PMC and communications among its members
- acts as primary point of contact for inquiries from outside the Program
- assists Research Teams in their functions
- oversight and management of the non-research elements of the Program
 - liaison with resource managers
 - liaison with Science Oversight Panel
 - development of modeling program
 - development of performance measures
 - writing, editing and production of synthesis documents

ROLES AND EXPECTATIONS FOR THE EXECUTIVE OFFICER

- Roles
 - facilitates synthesis of scientific information
 - oversees development and functioning of program to develop predictive models
 - strengthens the research teams
 - liaison with Science Oversight Panel, restoration managers, and public
 - primary responsibility for delivery of tangible products of the Program
- Expectations
 - functions independently to pursue goals established by PMC and Executive Committee
 - interacts with scientists as a peer in guiding and synthesizing results of research
 - leads groups to identify consensus positions based on on-going research
 - communicates skillfully through own writing and editing the writing of others

ROLES AND EXPECTATIONS FOR MEMBERS OF PMC

- able to influence policy/agenda within own agency
- has a science background and is able to communicate about scientific issues within agency
- controls or influences allocation of agency resources (must be able to bring something to the cooperative effort)
- able to operate in collegial atmosphere (cooperative and flexible)
- geographically located in South Florida (preference for logistical reasons)

Relationship to Outside Groups and Organizations

RESEARCH COMMUNITY

- acts as bridge between scientists and resource managers
 - transforms research results by seeking consensus in otherwise critical peer-review process
 - educates agencies about the nature and requirements for research
 - translates the broad goals of management agencies into questions for research
- provides opportunities through annual conference and topical research teams for networking
 - connects independent, academically-based scientist with regional program in South Florida
 - assists agency scientists to remain informed about science outside of agency and applied work

COOPERATING AGENCIES

- (see items under Research Community)
- coordinates allocation of resources by cooperating agencies to achieve common goals for research in Florida Bay
 - serves as model for organizing interagency research in adjacent systems (Biscayne Bay and Florida Keys National Marine Sanctuary)
 - links research in Florida Bay with research in adjacent systems (hydrologic modeling in Everglades)
- provides external mechanism for synthesizing and communicating scientific information to resource managers and decision-makers
 - functions between levels within agencies
 - functions between cooperating agencies
 - influences agenda setting within agencies and by interagency groups
 - provides legitimacy because Program is externally reviewed
- provides continuity and stability for maintaining interagency program during periods of change within agencies
 - delivers tangible products, reports, etc. which are evidence of productivity
 - serves as reservoir of historical knowledge, research experience
 - record of scientific basis for restoration inoculates agencies and interagency restoration effort against effects of frivolous criticism

INTERAGENCY TASK FORCE/WORKING GROUP/SCIENCE COORDINATION TEAM

- science activities here are still undefined
 - relationship to CERP, RECOVER and other interagency groups is not established
 - too unfocused
 - too much flux
 - too politicized (membership)

- this is a stage that the PMC has to play on because it is expected by the cooperating agencies

NON-GOVERNMENTAL ORGANIZATIONS

- program is a source of scientific information